new roots INSTITUTE



"Throughout my term with New Roots Institute, I believe I continuously and efficiently learned how to become an effective advocate for not only animal rights, but for any issue I feel inspired to work on. Becoming familiar with the reality of factory farming made a lot of my hopes for activism and advocacy seem more clear, and I learned that I am capable of making much more change than I ever even considered."

- Jimmy Lancaster, Spring 2023 Fellow, Rutgers University

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VISION

A just and sustainable food system for all.



MISSION

To empower the next generation with knowledge and training to end factory farming.





VALUES

Fierce Competence

We focus on achieving the greatest impact by effectively empowering the largest number of people.

Humble Self-Awareness

We recognize that we don't have all the answers and will listen to others, including those we believe we disagree with, to grow as individuals and as an organization.

Ready Adaptation

We understand that social and informational contexts evolve, and seek new knowledge to update our perspectives and optimize our approach.

Inclusive Collaboration

We strive to see beyond our egos to meet others where they're at and collectively strengthen our impact.

Caring Accountability

We show our commitment to one another and our cause by holding ourselves to a standard no lower than excellence, openly addressing issues with honesty and directness.

NEW ROOTS INSTITUTE

VISION for 2028

NEW ROOTS INSTITUTE FELLOWSHIPS

NEW ROOTS INSTITUTE LESSONS

STATE OF THE MOVEMENT





 Provides support for thousands of well-trained members to normalize plant-based eating, increase social disapproval around supporting factory farms, and institute structural changes that shift consumer choice away from animal-based foods



- Provides animal advocacy organizations in the US and abroad with a vetted talent pool to source motivated and well-prepared entry-level workers
- Guides some members to join mission-adjacent organizations to connect factory farming to environmental, social justice, and public health platforms
- Guides some members to join or lobby governmental entities to advocate against factory farming and for plant-based and cultivated alternatives

EDUCATIONAL OUTREACH



- Educates over 100,000 students each year in high schools and colleges in at least 10 regions, raising awareness in school communities about the impacts of factory farming and shifting attitudes and behaviors towards plant-based and cultivated alternatives
- Recruits hundreds of high school and college students each year into our fellowships
- Fosters a fertile training ground in schools for our fellows to succeed in escalating social disapproval around animal-based products and shifting choice architecture toward plant-based options



Animal advocacy organizations are able to easily source from a strong, young applicant pool to more effectively work toward a world without factory farming

Despite a growing number of effective organizations, there are more highly talented and motivated individuals than positions in the movement, increasing the presence of anti-factory farming advocacy in corporate and governmental bodies as well as mission-adjacent work

Significant progress is being made in the attitudes and behaviors of school-based Gen Z and Gen Alpha social networks, including a shift toward plant-based foods and greater anti-speciesist awareness

KEY PROBLEMS

What are we trying to solve?



A lack of well-trained, motivated, and vetted people limit the impact many animal protection organizations can have.

2. Most advocates do not recognize key principles of social change and are therefore limiting their potential impact.

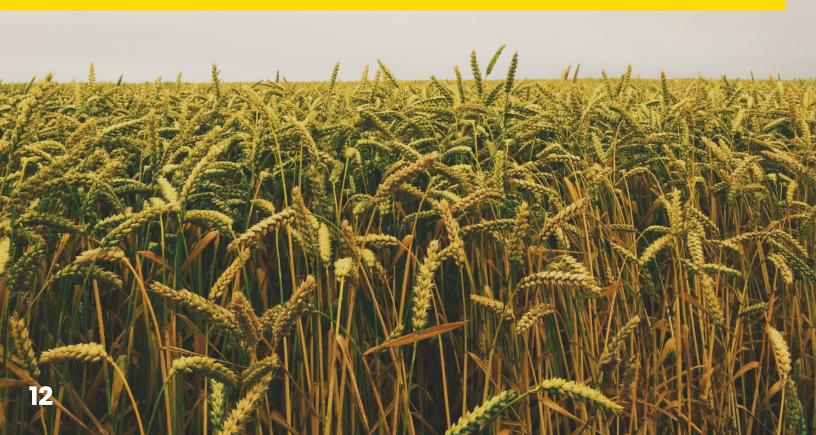
- Most organizations fail to focus on shifting the attitudes and behaviors of smaller, concentrated groups in smaller, concentrated communities, where change, faced with fewer countervailing social forces, can take hold and spread more easily to the broader population
- Most organizations focus either on changing individual attitudes or on structural interventions but do not coordinate them to maximize impact



3.

While plant-based eating and veganism are becoming more normalized, there are still major social challenges that hinder the shift, namely uncomplicated positive associations with animal-based foods and choice architecture that generally favors them over plant-based options.

Environmental and social justice organizations lack people who are effectively connecting their cause to factory farming.



CORE STRATEGY

How will we solve these problems?



NEW ROOTS INSTITUTE BUILDS CAPACITY FOR THE MOVEMENT TO END FACTORY FARMING BY:

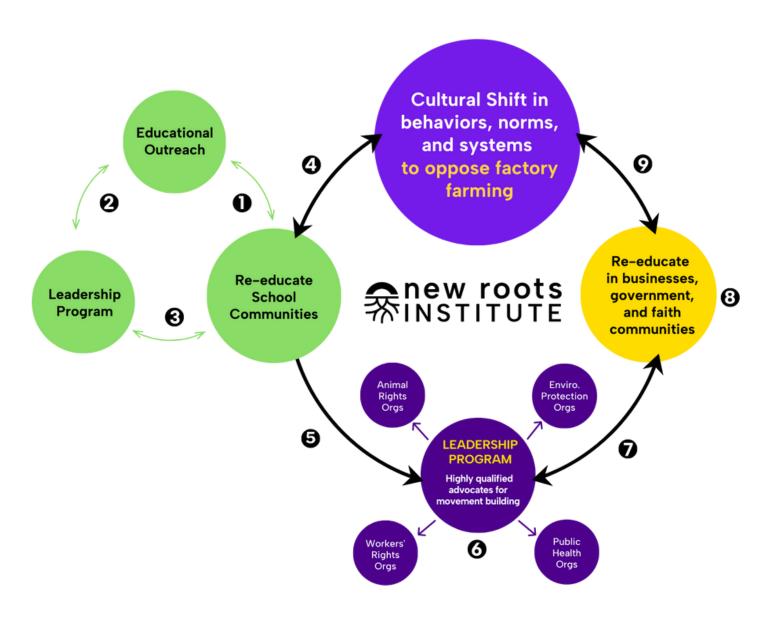


Educating the general population of high school and college students.

Recruiting and training the most motivated students to promote structural changes in their communities.

Positioning them to advocate in mission-aligned and - adjacent organizations, governmental bodies, and corporate spaces.

THEORY OF CHANGE



THEORY OF CHANGE

New Roots Institute programs work synergistically to cultivate powerful feedback loops in students' communities that shift behaviors, norms, and systems to oppose factory farming

- Educational Outreach teaches high school and college students the impacts of factory farming.
- We recruit some of these students into the Leadership Program, where they gain a deeper understanding of the impacts as well as strategies to become successful advocates.
- During the Leadership Program, fellows work in conjunction with our educational outreach program to increase disapproval around the consumption of animal products while increasing plant-based options—or even making them the default—at their schools and organizations.
- As supporting factory farms becomes increasingly stigmatized and plant-based eating normalized in their schools, peer groups, and families, the ability of Leadership Program fellows and alumni to enact change strengthens, which continues to educate the community and feeds back into the loop.

- Leadership Program alumni apply their advocacy outside of schools, creating attitudinal, behavioral, and systemic change in their other communities.
- They are often members of other movements and organizations tied to social justice as well as environmental and public health. They bring awareness of the connection between factory farming and those causes. They also increase capacity for the movement by working at missionaligned organizations.
- 7 They connect the impacts of factory farming to the values of their other communities.
- This educates those communities (e.g. businesses, government, faith-communities) about the impacts of factory farming.
- The education allows for institutional changes that shift behaviors, norms, and systems in those communities, which continues to mobilize the culture in opposition to factory farming.



- Shift social norms in high schools and colleges to increase disapproval of factory farming.
- Alter choice architecture in students' communities to favor plant-based foods.
- Position students to advocate in missionaligned and -adjacent organizations, government bodies, and corporate spaces.

SHIFT SOCIAL NORMS IN HIGH SCHOOLS AND COLLEGES TO INCREASE DISAPPROVAL OF FACTORY FARMING.



Grow our hubs into densely connected, thriving advocacy ecosystems.

Gather and maintain up-to-date contact information for 100% fellows and 80% alumni.

Launch and lead within highly networked, multiscalar advocacy ecosystems.

Extend the reach of our programming farther than ever before, making it available to tens of thousands of students across the world.

Deliver lessons to 50,000 students across the US and 50 lessons internationally.

Recruit 500 applicants to our largest, most diverse fellowship class ever.

Establish 2 formal partnerships in each of our priority hubs and regions.

Export our expertise to international partner organizations who can translate and run our program.



ALTER CHOICE ARCHITECTURE IN STUDENTS' COMMUNITIES TO FAVOR PLANT-BASED FOODS.

Continuously evolve our programming and amplify our impact

Educate and activate fellows to shift the cultural mindset and increase plant-based options.

Gather and maintain the requisite data to evaluate and demonstrate our impact.

Amplify our impact by sharing wins and other student achievements with our audiences.







POSITION STUDENTS TO ADVOCATE IN MISSION-ALIGNED AND -ADJACENT ORGANIZATIONS, GOVERNMENT BODIES, AND CORPORATE SPACES.

Create unparalleled professional development and career opportunities.

Match fellows and alumni with high-quality mentors from within the movement.

Provide a range of career services to support our graduates in pursuing and attaining positions of influence.

Provide employment opportunities at New Roots and our partner organizations.

2024 STRATEGY

UNCHOSEN STRATEGIES

What strategies did we consider, not select, and why?



We maintained in-person lessons (with virtual lessons available upon request) over switching exclusively virtual

Virtual lessons can't provide the level of interaction necessary to facilitate strong connections between students' values and their consumption of animal products, creating more effective and lasting attitudinal change

In-person lessons allow for educators to pinpoint and encourage qualified and motivated students to become New Roots Institute fellows, supporting our high engagement school strategy

We decided to focus on high school and college classes rather than any interested groups

High school and college classes were the vast majority of our lessons already

We are concentrating our resources toward our high engagement school strategy

We decided to focus on fewer regions rather than reaching as many as possible wherever possible.

As we optimize our model's effectiveness, we plan to build out other regions

The criteria we use for expansion will include established infrastructure for educational outreach (e.g. existing school contacts), connectedness of city to both veganism and other cities with greater openness to veganism, and local access to plant-based options, among others

New Roots Institute used to send volunteers into classrooms and to speak to other groups. This seemed cost-effective at the time. We no longer send volunteers and have chosen to send only trained educators.

Volunteers are unreliable in their availability, their execution, and their retention. We believe establishing credibility with our audiences is vital. Our educators need to serve as more than mere presenters of information. They need to:

- Be able to be held accountable for reaching organizational metrics. This is incredibly difficult to enforce with volunteers
- Be able to facilitate discussions that effectively undermine normative assumptions around consuming animal products while not raising audiences' defenses
- · Be effective recruiters of new fellows
- Function as trained cohort leaders and coaches for our fellows and alumni

We are opting to create partnerships with other organizations rather than expanding under our own name

Collaboration and training others are core modi operandi for New Roots Institute. Our mission is to empower the next generation with knowledge and training to end factory farming. Where we can train others, especially internationally where others understand the culture better, we pursue partnerships



for a just FOOD SYSTEM